



**TRANSIENT LODGING TAX AD HOC COMMITTEE
MARKETING SUBCOMMITTEE AGENDA
JUNE 18, 2018, 8:30 AM
NEWBERG CITY HALL
414 E First Street**

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF MAY 21, 2018 MINUTES**
- IV. PUBLIC COMMENT**
- V. TOURISM MARKETING**
- VI. NEXT MARKETING SUBCOMMITTEE MEETING – JULY 16, 2018**
- VII. ADJOURNMENT**

ACCOMMODATION OF PHYSICAL IMPAIRMENTS: In order to accommodate persons with physical impairments, please notify the Office Assistant II of any special physical or language accommodations you may need as far in advance of the meeting as possible and no later than 48 business hours prior to the meeting. To request these arrangements, please contact the Office Assistant II at (503) 544-7788. For TTY services please dial 711.



**TRANSIENT LODGING TAX AD HOC COMMITTEE
MARKETING SUBCOMMITTEE**

**May 21, 2018 8:30 am
Newberg City Hall, 414 E First Street**

The meeting was called to order by Chair Rob Felton at 8:35 a.m.

ROLL CALL:

Members Present: Rob Felton, Chair Dennis Lewis
Shelia Nicholas Lori Louis
Ashley Lippard Megan Carda

Members Absent: Jessica Bagley

Staff Present: Doug Rux, Community Development Director

Guests: Carr Biggerstaff

APPROVAL OF MINUTES

Approval of the minutes of April 16, 2018.

MOTION: Louis/Nicholas moved to approve the April 16, 2018 meeting minutes. The motion carried 4 Yes/ 0 No).

PUBLIC COMMENTS:

None.

TOURISM MARKETING ACTIVITIES – SUBCOMMITTEE PROPOSAL

CDD Rux explained the concept for the City Council Work Session to be held that evening including seating, dinner, the discussion would have approximately 45 – 50 minutes for discussion, opportunity for questions and answers, the potential to get back to the City Council with a formal proposal on June 4 or possible in July.

Chair Felton indicated he thinks the proposal is a full TLT proposal and not just the Marketing Subcommittee.

CDD Rux suggested to keep the discussion at the policy level. The proposal discussion has around \$280,000 - \$290,000 in available funds and there are three options for the location of the marketing person which include the Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition and a cube space at City Hall.

Member Card indicated the policy is moving from grants to marketing.

Member Louis suggested tabling grants for now. A marketing person could assist organizations in applying for grants to other organizations.



Member Nicholas inquired if the job description includes assisting organizations in applying for grants.

Member Louis indicated she is not recommending to never do grants (local TLT grants) again.

Chair Felton indicated the proposal is shifting from grants to marketing.

Member Nicholas noted she did not see in the job description requirements to seek grants.

Member Lippard indicated that there needs to be a clear bullet on working on obtaining grants in the job description.

Member Lewis indicated the marketing person would help define the job description. Newberg has given up Travel Oregon grant opportunities by not having a marketing person to work on grants.

Member Louis noted she had sent Member Lewis and CDD Rux an email on Travel Oregon grant opportunities.

Carr Biggerstaff shared that the job description in the packet is an example that came from the Willamette Valley Visitor Association.

Member Carda indicated grants may come up more often than we think given past activities in the area.

Chair Felton asked if Member Lewis will make the initial pitch at the joint work session this evening with City Council.

CDD Rux noted there will be approximately 18 people at the work session.

Chair Felton noted that Dundee may want to participate in the marketing activities with a contribution of around \$30,000.

Member Nicholas inquired if Carr Biggerstaff is comfortable with the marketing proposal.

Carr Biggerstaff indicated the proposal is similar to what the Chamber proposed in 2016.

Member Lewis shared the Jeff Knapp email and it was reviewed and discussed by the members.

Carr Biggerstaff indicated the Chamber is looking at applying for a Travel Oregon grant.

Member Carda asked about the Travel Yamhill County group and its status.

Carr Biggerstaff shared that the Travel Oregon grant being applied for is a specific grant proposal for digital assets for email marketing for distribution marketing. The Chambers Destination Marketing Plan per the City contract is going to the City Council and is a multi-year plan rather than an annual budget.

Member Lousi asked the Committee if they had looked at the Toursim Strategy the City did a couple of years ago for background information.

Member Lewis inquired about the status of the video work.



Member Lippard noted some shots have been done.

CDD Rux shared that one more signature is needed on the contract and it will be finalized. The City needs the vendor's insurance certificate. The contract work is to be done by the end of June.

ADJOURNMENT: Chair Felton adjourned the meeting at 9:08 a.m.

Approved by the Transient Lodging Tax Ad Hoc Committee Marketing Subcommittee this 18th day of June, 2018.

Rob Felton
TLT Ad Hoc Committee
Marketing Subcommittee Chair

Doug Rux, Community Development Director



Community Development Department
P.O. Box 970 ▪ 414 E First Street ▪ Newberg, Oregon 97132
503-537-1240 ▪ Fax 503-537-1272 ▪ www.newbergoregon.gov

MEMORANDUM

TO: Transient Lodging Tax Ad Hoc Committee Marketing Subcommittee
FROM: Doug Rux, Community Development Director
SUBJECT: Transient Lodging Tax Ad Hoc Committee Marketing Proposal
DATE: June 18, 2018

Attached is material for the June 18 meeting. It includes a draft Visit Newberg TLT Business Plan (edited from the TLT Committee meeting on June 6, 2018), draft Job Description (not edited from the TLT Committee meeting on June 6, 2018), Chamber Proposal, Conceptual Marketing Proposal, background material from McMinnville when they established Visit McMinnville and Visit McMinnville Business Plan.

As additional background material here is the TLT Ad Hoc Committee Proposal that went to City Council:

Utilize the Visit McMinnville Model. This alternative would create a separate non-profit. To implement this alternative a separate non-profit would have to be established and would have an independent Board of Directors to oversee marketing activities.

Hire a person or organization to conduct marketing by eliminating the grant program (Small Grant and Destination Development-Marketing Grant) to cover the cost. The estimated budget would be approximately \$290,000 and includes \$40,000 already in the Chamber tourism contract. This would be between \$60,000 - \$80,000 for a person or organization with the balance of the funds for developing a marketing plan, and marketing including items such as web site, ads, conferences, networking, FAM tours, etc. The person or organization would also apply for grants. Leverage marketing activities with Dundee and Yamhill County available funds.

Here is the background material that lead to the TLT Ad Hoc Committee Proposal:

These three alternatives are further described as follows:

1. Hire a person to be located at the Chamber to conduct marketing. Based on FY 2019-2020 budget estimates there would be approximately \$280,000 available for salaries (\$80,000) and marketing/overhead costs (\$160,000). This option includes roughly \$40,000 from the Chamber's visitor center contract spent on tourism personnel. The Chamber retains the Visitor Center function.

2. Hire a person to be located at the Chamber to conduct marketing. Based on FY 2019-2020 budget estimates there would be approximately \$280,000 available for salaries (\$80,000) and marketing/overhead costs (\$140,000). This alternative includes roughly \$40,000 from the Chamber's visitor center contract spent on tourism personnel. The option includes allocating \$20,000 for Small Grants. The Chamber retains the Visitor Center function.
- 3a. Hire a person to be located at the Newberg Downtown Coalition to conduct marketing. Based on FY 2019-2020 budget estimates there would be approximately \$280,000 available for salaries (\$80,000) and marketing/overhead (\$160,000). This alternative includes roughly \$40,000 from the Chamber's visitor center contract spent on tourism personnel being reallocated to the position, marketing activities and overhead (reduces the Chamber's current contract by \$40,000). The Chamber retains the Visitor Center function.
- 3b. Hire a person to be located at the Newberg Downtown Coalition to conduct marketing. Based on FY 2019-2020 budget estimates there would be approximately \$280,000 available for salaries (\$80,000) and marketing/overhead (\$160,000). This alternative includes roughly \$40,000 from the Chamber's visitor center contract spent on tourism personnel being reallocated to the position, marketing activities and overhead (reduces the Chamber's current contract by \$40,000). The alternative includes allocating \$20,000 for Small Grants. The Chamber retains the Visitor Center function.

- Attachments:
1. Draft Visit Newberg TLT Business Plan
 2. Draft Job Description
 3. Chamber Proposal
 4. Conceptual Marketing Proposal
 5. Background material from McMinnville
 6. Visit McMinnville Business Plan

6/07/2018

VISIT NEWBERG TLT BUSINESS PLAN

What is *Visit Newberg*?

Visit Newberg is an innovative marketing organization dedicated to enhancing Newberg's economy by attracting as many overnight tourists as possible to the City, and once they are here, ensuring those visitors support local businesses.

Mission Statement

Visit Newberg's mission is to enhance the economic vitality of our community by promoting Newberg as a year-round visitor, convention, and event destination by maximizing collaborative partnerships, efficiently activating transient lodging tax revenue, and implementing effective **sales** and marketing programs, while cultivating a world class visitor experience.

Marketing Model

MEDIA RELATIONS – SOCIAL MEDIA – DIGITAL MARKETING - TV – RADIO – PRINT -
CITYWIDE EVENTS –FAM TOURS
BROCHURE DISTRIBUTION – GROUP SALES & RECRUITMENT – PROMOTIONS

Visit Newberg's marketing strategy is designed to encourage tourism through a comprehensive mix of marketing, and media relations programs. The core of this strategy is a robust website and expansion of online marketing efforts.

As a non-membership, publicly funded organization, *Visit Newberg* will offer free listings on it's website to tourism stakeholders to ensure transient lodging tax dollars benefit the entire tourism industry.

The premise is, *Visit Newberg* brings visitors to Newberg for overnight stays and provides opportunities for local business to convert those visitors to customers.

Initial Goals and Objectives

- Appoint a 9-13 member board for oversight
 - Potential board makeup; lodging, restaurant, wine industry, CPRD, George Fox, Chamber of Commerce, Cultural Center, City Council, local merchant, Dundee TLT representation
- Refine a job description
 - Create the annual destination marketing plan
 - Develop website

- Work with State Tourism
- Write and distribute press releases
- Write and prepare grants
- Plan and implement effective and aggressive tourism promotion programs
- Facilitate the development of a master brand for Newberg/Dundee
- Manage Familiarization tours with Media and members of the travel trade
- Manage online advertising campaigns and social media
- Maintain and oversee the compilation of tourism data and statistical information
- Attend tourism related workshops, conferences and training seminars
- Hire an executive director for marketing
 - At least three years of recent progressive tourism experience which includes the following skills and abilities:
 - Considerable knowledge of the tourism industry including tour operations
 - Working knowledge of the principles of volunteer management and strategic planning
 - Strong communication and public relation skills coupled with the ability to influence others in a positive manner
 - Grant writing skills
 - Knowledge of publication layout, design and graphics as well as related editing and writing skills.
 - Social media management experience
 - Knowledge of standard office practices and procedures, office record keeping and recording, and office machines
- Prepare an operating budget
 - Director; \$60-70k
 - .5 FTE for support staff \$30-35k
 - Benefit package \$20k
 - Misc. start up cost \$20k
 - Office space \$12k
 - All remaining funds to be spent on marketing
- Obtain tax exempt status
- Identify shared office space (Chamber – Downtown Association – City Hall)
- Refine Chambers tourism website and tourism social media presence
- Research Newberg's market feasibility study for convention, event, and sports opportunities
- Build and implement an awareness and branding campaign for Newberg
- Collaborate with state visitor partners
- Apply for DMO (Destination Marketing Operator) partnership with Visit Oregon
- Refine a-marketing strategy
- Identify other partners i.e., Dundee, Yamhill county
- Inventory existing convention and tourist venues

SAMPLE JOB DESCRIPTION (from the Willamette Valley Visitor's Association)

Position Title: Tourism Coordinator

Supervisors: CEO, Chehalem Valley Chamber of Commerce & TLT Ad Hoc Committee Representative

Position: Regular Full-Time. May be required to work weekends and holidays

General Statement of Duties:

This position is responsible for identifying industry related tourism markets and related programs. Assist in developing and implementing strategies to increase the awareness of the culture, history, attractions, and special events to enhance the visibility of the City of Newberg, resulting in increased tourism.

Examples of duties and responsibilities:

- Create the annual Destination Marketing Plan
- Plan and implement effective and aggressive tourism promotion programs
- Develop strategies for new markets and advertising materials Newberg
- Implement the Destination Marketing plan in collaboration with Newberg Transient Lodging Tax Ad Hoc Committee
- Facilitate the development of a master brand for Newberg
- Develop and maintain the Newberg Visitors Bureau Website and coordinate a local Calendar of Events
- Manage online advertising campaigns and social media (FB, Instagram, Twitter)
- Manage Familiarization tours with Media and members of the Travel Trade
- Provide monthly and annual reports for Chamber BOD, Newberg Tourism Ad Hoc Committee and Newberg City Council
- Conduct and analyze area tourist surveys
- Develop strong working relationship with key personnel from all lodging, meeting and convention facilities. Maintain a well-informed working knowledge of all hotels attractions and services available in the area
- Coordinate and collaborate with Newberg event and activities organizers to help them promote their events
- Assist in developing and supervise the production of marketing collateral needed to successfully promote tourism
- Write and distribute press releases for approval of supervisor for events and activities and respond in a timely fashion to negative press
- Represent Newberg's interest as appropriate with local, state and federal organizations associated with tourism
- Maintain and oversee the compilation of tourism data and statistical information that may be helpful in designing a marketing strategy
- Attend tourism related workshops, conference and training seminars to keep abreast of new strategies and marketing techniques available to destination marketing organizations volunteer and full-time staff

Education:

- Bachelor degree in Marketing or related field

Minimum Tourism Skills and Experience Required:

- At least three years of recent progressive tourism experience which includes the following skills and abilities:
- Considerable knowledge of the tourism industry including tour operations, meeting/convention planners, and FIT (Free Independent Traveler) markets
- Working knowledge of the principles of volunteer management and strategic planning
- Strong communication and public relation skills coupled with the ability to influence others in a positive manner
- Knowledge of publication layout, design and graphics as well as related editing and writing skills
- Knowledge of Media Relations - public/community/news - accessible and open to all media
- Social media management experience (FB, Instagram, Twitter)
- Ability to establish and maintain strong working relationships with city staff, the public, and business community and to present ideas effectively, verbally and in writing
- Ability to do community outreach; comfortable giving speeches and presentations
- Interested in people; possesses a positive self-image; confident but not arrogant; approachable; a team player; respects people; understand the importance of first impressions

Additional Requirements:

- Possess a valid driver's license
- Knowledge of standard office practices and procedures, office record keeping and recording, and office machines.
- Calculator, typing/word processing, data entry skills for computer, and attention to detail.
- Good vision and hearing.
- Employee is required to be able to lift and/or move up to 45 pounds.

From: Chehalem Valley Chamber of Commerce
 To: City of Newberg Transient Lodging (TLT) Tax Ad- Hoc Marketing Subcommittee
 Re: Tourism (Destination Marketing Services) for Chehalem Valley

About the Chamber, its Visitor Center, and Tourism

- In 1996, the Chamber of Commerce, at the request of the City, added the Visitor Center. A living kiosk, the Chamber and its staff drop everything when visitors walk through the door to ask advice about events and hospitality, get directions, book hotel rooms, etc. They leave with maps, rack cards and brochures from our many Chehalem Valley businesses. *Over the past 36 months, our metrics show an average of 1,000 people per month use the Visitor Center.*
- The Visitor Center became the “Tourism Center” in 2006. That’s when the Chamber began to deal with regional tourism needs and got involved with destination marketing in addition to staffing the Visitor Center. The Chamber CEO joined Travel Yamhill Valley and was elected to represent Yamhill County on the Board of the Willamette Valley Visitors Association (WVVA). The WVVA Board, in collaboration with Travel Oregon, orchestrates destination marketing for the region between Yamhill County and Eugene Oregon.
- In 2009, the Chamber began to spend the surplus TLT funds, over and above the Visitor Center expenses, on Display Advertising in targeted publications including the Official Travel Oregon visitor guide, Travel Portland Visitor Guide, NW Travel and Life Magazine and more, a visitor website, social media and familiarization tours.
- By 2010, especially with the advent of The Allison, tourism promotion opportunities took on a whole new life. Media requests for information, photography and familiarization tours grew at an exponential rate. Instead of fielding media requests at a rate of 1 or 2 per month the Chamber started receiving 5 or 10 requests per week.
- As TLT dollars grew, the Chamber funds for both the Visitor Center operations and subsequent tourism promotion were capped by the City in July 1, 2015 at \$137K:
 - Per the quarterly reports provide to the City since the last contract renewal in 2015, the Visitor Center’s share of facilities, equipment, insurance, accounting, etc. (i.e. allocated overhead) is approximately \$50K.
 - The cost of staffing for the Visitor Center, allocated across Chamber and including additional staff (i.e. for weekend and seasonal purposes) is approximately \$50K.
 - That leaves approximately \$37K for tourism promotion that the Chamber budgets and spends on destination marketing. Additionally, the Chamber usually contributes additional funds (over and above the \$37).

Moving Forward: Promoting Tourism in Chehalem Valley

- With the percentage increase in TLT dollars, the City found itself with an approximate surplus of \$225K over the \$137K provided by contract to the Chamber. This surplus is estimated to remain around \$225K/year until additional lodging accommodations move into Newberg.

- The City retained tourism consultants in 2015, who recommended that the City create an independent Destination Marketing organization at some point in time.
- The result was that the City of Newberg created a TLT Ad-hoc Committee, and its Marketing Subcommittee, to determine how best to use the surplus.
- The TLT Committee (T-C) has been meeting monthly since its inception in December 2016.
- The T-C has created a grant program that may award up to \$200k of funds of the \$225K
- The T-C may make recommendations to Newberg City Council to use fewer funds for the grant program and more funds for destination marketing.
- The Marketing Subcommittee's charter is to direct the use of TLT funds that remain after the funds budgeted the grant program

Issues Currently Under Discussion by the Marketing Committee

- What is the current scope of marketing activities that the Chehalem Valley Chamber of Commerce addresses in their Destination Marketing Plan?
- Should the Ad Hoc committee engage in a potential rebranding of marketing materials, including the Visitor (tourism) website, using Newberg instead of the Chehalem Valley as the stated destination?
- Is there a need for a more expansive Destination Marketing plan that is inclusive of the Chehalem Valley Chambers existing plan, but which also includes additional marketing activities to be funded by the Ad Hoc Committee's marketing funds?
- What is the best way to create a marketing plan that addresses the marketing activities of both the Chehalem Valley Chamber and the Ad Hoc committee?
- The contract with two GFU students by the ad hoc committee to create a video that will market Newberg as a destination. Who is the project audience and how will the video be distributed?
- How can we increase our investment of time and money in Public Relations activities that will result in more familiarization tours and earned media coverage?
- What is the best way to eliminate the Ad Hoc Committee's frustration over the inability to manage tourism marketing projects that are discussed in an efficient and effective manner (recognizing that everyone on the committee is serving as a volunteer.
- Could the Ad Hoc committee be more successful by hiring a Tourism Coordinator that could create an all-encompassing Destination Marketing plan for Newberg?
- How much more could be accomplished if Newberg had a full-time person dedicated to marketing the area?
- Until area TLT dollars increase to an amount that affords Newberg and its surroundings to have a stand-alone Destination Marketing organization, how can we use the funds and resources at our disposal the most efficient way?

Proposed Interim Approach

Newberg can phase into a fully-functional Destination Marketing organization by combining the resources of the Chamber and the TLT Ad Hoc Committee by hiring a Full-time *Tourism Coordinator (Tourism Coordinator)*. This person can office at the Chamber and report to both the TLT Ad Hoc committee and the Chamber CEO. Since facility and overhead costs would be

provided by the Chamber, the expense to the Committee and Chamber would be the salary and benefits of the Tourism Coordinator. A sample Tourism Coordinator job description as provided by the Willamette Valley Visitor's Association below.

- Costs:
 - Based on market data, the estimated salary and benefits for the Tourism Coordinator would be \$60-70K
 - Cost for the hire could be shared by the Committee and the Chamber - approximately \$35K each
- Benefits:
 - The TLT Ad Hoc Marketing Committee, and the broader committee, would have a dedicated resource for developing the Destination Marketing plan, incorporating elements of the Chamber's plan as needed
 - Additionally, this person would be responsible for other deliverables such as:
 - Providing content for the Visitor (tourism) Website, social media, online advertising, and SEO
 - Create the "Naked" map
 - Activities associated with the re-branding, the logo, etc.
 - Public Relations and FAM tours
 - Video and other media content development and placement
- The Tourism Coordinator could hit-the-ground running since s/he could take advantage of the processes, contacts and knowledge that the Chamber has acquired - in particular, the CEO, who has been supporting tourism marketing for the past 12 years
- Chamber staff would provide back-up for the Tourism Coordinator if they are out of the office (i.e. vacation, sick leave, etc.)
- The Tourism Coordinator's salary and benefits would be incorporated into the Chamber payroll process (along with any other legal or personnel-related services)
 - Performance evaluation could be conducted by a small compensation committee consisting of two Ad Hoc Committee members and the Chamber CEO

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General Statement of Duties:

This position is responsible for identifying industry related tourism markets and related programs. Assist in developing and implementing strategies to increase the awareness of the culture, history, attractions, and special events to enhance the visibility of the City of Newberg, resulting in increased tourism.

Examples of duties and responsibilities:

- Create the annual Destination Marketing Plan
- Plan and implement effective and aggressive tourism promotion programs
- Develop strategies for new markets and advertising materials Newberg
- Implement the Destination Marketing plan in collaboration with Newberg Transient Lodging Tax Ad Hoc Committee
- Facilitate the development of a master brand for Newberg
- Develop and maintain the Newberg Visitors Bureau Website and coordinate a local Calendar of Events
- Manage online advertising campaigns and social media (FB, Instagram, Twitter)
- Manage Familiarization tours with Media and members of the Travel Trade
- Provide monthly and annual reports for Chamber BOD, Newberg Tourism Ad Hoc Committee and Newberg City Council
- Conduct and analyze area tourist surveys
- Develop strong working relationship with key personnel from all lodging, meeting and convention facilities. Maintain a well-informed working knowledge of all hotels attractions and services available in the area
- Coordinate and collaborate with Newberg event and activities organizers to help them promote their events
- Assist in developing and supervise the production of marketing collateral needed to successfully promote tourism
- Write and distribute press releases for approval of supervisor for events and activities and respond in a timely fashion to negative press
- Represent Newberg's interest as appropriate with local, state and federal organizations associated with tourism
- Maintain and oversee the compilation of tourism data and statistical information that may be helpful in designing a marketing strategy
- Attend tourism related workshops, conference and training seminars to keep abreast of new strategies and marketing techniques available to destination marketing organizations volunteer and full-time staff

Education:

- Bachelor degree in Marketing or related field

Minimum Tourism Skills and Experience Required:

- At least three years of recent progressive tourism experience which includes the following skills and abilities:
- Considerable knowledge of the tourism industry including tour operations, meeting/convention planners, and FIT (Free Independent Traveler) markets
- Working knowledge of the principles of volunteer management and strategic planning
- Strong communication and public relation skills coupled with the ability to influence others in a positive manner

- Knowledge of publication layout, design and graphics as well as related editing and writing skills
- Knowledge of Media Relations - public/community/news - accessible and open to all media
- Social media management experience (FB, Instagram, Twitter)
- Ability to establish and maintain strong working relationships with city staff, the public, and business community and to present ideas effectively, verbally and in writing
- Ability to do community outreach; comfortable giving speeches and presentations
- Interested in people; possesses a positive self-image; confident but not arrogant; approachable; a team player; respects people; understand the importance of first impressions

Additional Requirements:

- Possess a valid driver's license
- Knowledge of standard office practices and procedures, office record keeping and recording, and office machines.
- Calculator, typing/word processing, data entry skills for computer, and attention to detail.
- Good vision and hearing.
- Employee is required to be able to lift and/or move up to 45 pounds.

Proposed Marketing Strategy: Newberg

Excluding the George Fox audience, the typical Newberg tourist (those from more than 50 miles or overnight guests) comes for wine tasting. One of our primary differentiators from our local competition is our proximity to Portland, where most tourists will be beginning their visits.



BRAND PROMISE

The best place to start your Oregon wine country vacation

TAGLINE

The first destination in Oregon wine country

BRAND ATTRIBUTES

PROXIMITY TO PORTLAND - Willamette Valley's closest wine region to Portland

WINE - Growing international reputation for Pinot Noir, dozens of tasting rooms and wineries

RECREATION - Hot air balloon adventures, golf, 99W Drive In, Willamette river, ropes course, disc golf, skate park, Evergreen Aviation Museum, Farmers Market, Chehalem Cultural Center, George Fox University festivals/events, Champoeg and Dundee trails,

FRIENDLY - Small town community feel

HISTORICAL - Hoover-Minthorn Museum, Champoeg,

CULINARY - JORY, Painted Lady and other acclaimed restaurants

ART - Art Elements, Cultural Center, The Allison, George Fox

MARKETING GOALS

- To increase visitor volume, visitor spending and the economic impact of tourism in Newberg
- Influence the long-term development of Newberg as a destination and its brand
- Increase leisure visitor volume, visitor spending, meeting, tours and group markets to the Newberg area through effective promotion with media and the travel trade
- Promote the importance of business and government investment in tourism

AUDIENCES

Target Audiences

- Wine tasting visitors
- George Fox Audience

Top geographic markets

- Portland
- Seattle
- San Francisco

STRATEGIES

Newberg has less staff and resources than many of our competition. We need to be strategic in the use of our time and budget. The majority of our marketing effort should be spent where we can reach the largest portion of our target audience...online.

ONLINE MARKETING

WEBSITE

- Break out site from CVCC subdomain
- Market the attractions of the broader Newberg-Dundee Region

- Heavy on visuals
- Highlight Newberg accommodations and restaurants
- Feature travel itineraries, new travel partners, visitor testimonials, seasonal specials, family reunion planning information, photos, maps and more

Sample: <http://www.visitcalifornia.com/support-wine-country>

SEO

Target Keywords: Oregon Wine Country, Dundee wine tasting, wine tasting near Portland, Oregon wine tasting, vacations near Portland, vacations in Oregon

SEARCH ENGINE MARKETING (GOOGLE, BING)

Target keywords that are difficult to rank organically for

REMARKETING ADS

Create display ads to remarket to previous visitors to the site

SOCIAL MEDIA

- Create separate Facebook and Instagram channels from CVCC (different audiences need different content)
- Highlight positive media coverage
- Share high-quality local content with emphasis upon engagement metrics over special interest
- Instagram

SOCIAL MEDIA ADVERTISING

- Target Facebook fans of regional wineries
- Target Twitter followers of travel writers

MEDIA RELATIONS

- Could be handled in-house or outsourced to freelancer
- Press trips—Host regional, national and international travel writers and editors on individualized and/or group press trips
- Media leads—Continue to respond to leads, and forward leads to members from Travel Oregon and the Willamette Valley Visitors Association
- Pre-publication editing & fact checking
- Media kit - Develop an electronic media kit that highlights the outstanding tourism assets in Newberg and the surrounding area
- Build a more expansive photo and video library that is available for media requests, ads, and our website.

FAM TOURS

OREGON WINE TRAIL W/ DUNDEE/NEWBERG

- Hire wine writer to create Oregon Wine Trail similar in concept to the Romantic Road in Germany. Trail starts in Newberg/Dundee.
- Create Web site
- Promote via media relations, SEO and advertising

See <https://tualatinvalley.org/forest-grove-wine-trail/>

DOWNTOWN BANNERS

"The first destination in Oregon Wine Country"

PRINT

Evaluate current pieces for cost effectiveness

- Rack piece/brochure
- Newberg city/Yamhill County map
- Monthly event brochure
- Chehalem Valley Field Guide
- Group travel brochure

TOURISM TRAINING

- Create class for front-line employees to educate on tourism assets of Newberg and the surrounding community.

SECONDARY MARKETING PROJECTS

SIGNAGE

Seek funding and permission for decorative road signage for 99W (e.g. similar to Lake Oswego or McMinnville's third street).

RACE TOURISM

Support efforts to market running races (e.g. Wine Country Half Marathon)

NEWBERG HISTORIC WALKING TOUR

Create plaques/markers for a Newberg historic walking tour. The Newberg Downtown Coalition already has the bones of a tour created here.

PROMOTION OF CONFERENCES

Support efforts by Newberg hotels and organizations (Allison, Windrose, A-dec, George Fox) to bring out-of-town groups to town for conferences

NOTE ABOUT GEORGE FOX AUDIENCE

This plan does not address the George Fox audience, which may have more economic impact on the city than the wine tourism audience. The parents of prospective undergraduates often spend the night and eat most meals off campus. When 700 or so of those freshmen chose to enroll at George Fox, they each spend \$5,500+ a year in town on food, rent and other services) and support the university's \$70 million budget - which includes \$45+ million in taxable salaries and benefits. Some - especially the Chinese students - buy cars here. As these students go through 2-6 years of school, they attract even more visitors to Newberg (family weekends, sports and arts events, graduation, etc...) George Fox's Graduate students probably spend even more in Newberg since they often bring family to live here. Enhancing the prospective student visit experience can pay off for everyone.



DATE: June 17, 2015
TO: Mayor and City Council
FROM: Candace Haines, City Attorney
SUBJECT: Destination Marketing Organization (DMO)

MEMO

The City of McMinnville incorporated a Transient Lodging Tax in June of 2013 (Ordinance 4970). In the first year of the tax, the City used the 70% of the tax which the law requires to be spent for tourism related purposes to give grants to local organizations to support their outreach efforts.

After extensive strategic planning, the Transient Lodging Tax advisory committee, established in the enabling ordinance, recommended to the City Council that the future use of the tourism related funds should be the establishment of a destination marketing organization (DMO).

The DMO will become a viable non-profit organization as of July 1, 2015, and will be known as Visit McMinnville, Inc.

The attached contract sets out terms and conditions, expectations, funding, and a host of other items related to Visit McMinnville. It has been reviewed and approved by the Transient Lodging Tax advisory committee as well as by Scott Hill, Kellie Menke, Martha Meeker, and Marcia Baragary.

If you have any questions, please do not hesitate to contact me.

RECOMMENDATION: Approval of the resolution (and contract) as provided.

RESOLUTION NO. 2015 - 38

A Resolution approving entering a contract with Visit McMinnville, Inc.

RECITALS:

The City of McMinnville incorporated a Transient Lodging Tax in June of 2013 (Ordinance 4970). In the first year of the tax, the City used the 70% of the tax which the law requires to be spent for tourism related purposes to give grants to local organizations to support their outreach efforts.

After extensive strategic planning, the Transient Lodging Tax advisory committee, established in the enabling ordinance, recommended to the City Council that the future use of the tourism related funds should be the establishment of a destination marketing organization (DMO).

The DMO will become a viable non-profit organization as of July 1, 2015, and will be known as Visit McMinnville, Inc.

The City desires to contract with Visit McMinnville, Inc. to provide both tourism promotion activities and administrative and management functions.

NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON as follows:

1. Entry into the attached contract with Visit McMinnville, Inc. is in the best interests of the City.
2. The Mayor is authorized to sign this contract.
3. The effective date of this Resolution will be July 1, 2015.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 23rd day of June 2015 by the following votes:

Ayes: _____

Nays: _____

Approved this 23rd day of June 2015.

MAYOR

Approved as to form:

CITY ATTORNEY

AGREEMENT BETWEEN

CITY OF McMinnville, OREGON
AND
VISIT McMinnville

FOR TOURISM PROMOTION SERVICES

This Agreement is between the City of McMinnville, an Oregon municipal corporation, (City) and Visit McMinnville, Inc. (Contractor), an Oregon nonprofit corporation.

The City wishes to enter into this Agreement with the Contractor for tourism promotion services for the City. The Contractor is willing to provide the tourism promotion services the City desires. The City will compensate the Contractor with a portion of the Transient Lodging Taxes the City assesses pursuant to Oregon State law and Ordinance No. 4974.

1. Definitions:

- a. "tourism promotion" means any of the following activities:
 - i) advertising, publicizing, or distributing information for the purpose of attracting and welcoming tourists,
 - ii) conducting strategic planning and research necessary to stimulate future tourism development,
 - iii) operating tourism promotion agencies, and
 - iv) marketing special events and festivals designed to attract tourists (ORS 320.300(7)).
- b. "tourism" means economic activity resulting from tourists (ORS 320.300(6)).
- c. "tourist" means a person who, for business, pleasure, recreation, or participation in events related to the arts, heritage, or culture, travels from the community in which that person is a resident to a different community that is separate, distinct from, and unrelated to the person's community of residence, and that trip:
 - i) requires the person to travel more than 50 miles from the community of residence, or
 - ii) includes an overnight stay (ORS 320.300(10)).
- d. "tourism promotion agency" includes:

- i) an incorporated non-profit organization or governmental unit that is responsible for the tourism promotion of a destination on a year-round basis,
- ii) a non-profit entity that manages tourism-related economic development plans, programs, and projects, and
- iii) a regional or statewide association that represents entities that rely on tourism-related business for more than 50 percent of their total income (ORS 320.300(8)).

2. Contractor's Services:

In exchange for the payment provided in Section 6, the Contractor will provide the following tourism promotion services to the City:

- a. Tourism promotion activities: The Contractor will provide functions, activities, programs, literature (develop, arrange for printing, and distribute), advertising, staff, supplies, equipment, and support to promote McMinnville as a destination for tourists and visitors. The Contractor will coordinate its activities, as appropriate, with other organizations such as the McMinnville Area Chamber of Commerce and the McMinnville Downtown Association and other visitor promotion entities.
- b. Administrative and management functions: The Contractor will provide day-to-day management activities including planning and acquisition of services, equipment, supplies, and facilities to fulfill the Annual Business and Marketing Plan (the Business Plan) for Visit McMinnville. The Contractor will be responsible for maintaining capable and competent staff, including management staff. The Contractor's Executive Director or designee will attend any City Council meetings as requested by the City Council to provide updates, information, or other data on Visit McMinnville's plans and services.

3. First Year of the Agreement:

- a. Once the Agreement is fully executed and before it is funded, the City may make payments on behalf of VM for various charges (e.g. insurance premiums, advertising costs for the Executive Director). These payments will be deducted from the funding the City will provide VM when the certificates of insurance are approved by the City.

- b. Once the Agreement is fully executed and acceptable certificates of insurance have been provided to the City, the City will provide VM with funding in the amount of 70% of the Transient Lodging Taxes accrued and unexpended since the inception of the Transient Lodging Tax, minus the City's monthly administrative charges.
- c. No later than September 1, 2015:
 - i) The Contractor will establish an initial high-level budget to enable the Contractor's Board to make informed decisions regarding staff, contract vendors, leases, and other issues and
 - ii) The Contractor will adopt financial policies and procedures.
- d. No later than October 1, 2015, the Contractor will hire an Executive Director.
- e. No later than November 1, 2015, the Contractor will prepare and submit a Business and Marketing Plan (the Business Plan) to the City Council. The Business Plan will contain a detailed description of the services the Contractor proposes to provide during the remainder of the fiscal year, as well as a proposed budget for the remainder of the fiscal year.

The Plan will identify activities and performance goals. The Contractor will be fully responsible for the implementation of services and programs and the City will not control the day-to-day activities and operations of Visit McMinnville and its employees and agents. However, the City may provide general suggestions regarding the funding of various services or programs, which the Contractor will consider in the use of City funds.

The Contractor's proposed 2015-2016 budget will be prepared assuming a total budget for services provided under this Agreement of the amount of accrued and unexpended Transient Lodging Tax collections from previous years paid to VM under the provisions of 3.b. above, plus 70% of projected Transient Lodging Tax collections for the current year, minus the City's monthly administrative charges for the current year. The budget will contain a reserve fund in an amount equal to at least three months of total operating expenses.

- f. The City Council will consider the Business Plan during a Council meeting in the month of November, after which, the Council will determine whether to approve the Plan. If the Council approves the Business Plan, the Council will

authorize continued funding for the remainder of the fiscal year. The Contractor will expend funds received from the City under this Agreement only as set out in and authorized by the Business Plan. If the Council does not approve the Business Plan and the parties can not reach agreement on modification, this Agreement will terminate in the same manner as if the Contractor had defaulted or breached the Agreement, pursuant to Article 13.

- g. No later than February 1, 2016, the Contractor will prepare and submit to the City Council a written progress report on the Business Plan, including the budget. The City Council may request that a representative of the Contractor attend a City Council meeting to provide further information and to answer any questions.

4. Annual Business and Marketing Plan:

- a. Beginning with the 2016-2017 fiscal year, the Contractor will prepare and submit a Business Plan to the City Council no later than two weeks before the first Council meeting of May each year. The Business Plan will contain a review of the previous year's performance and a detailed description of the services the Contractor proposes to provide in the next fiscal year, as well as a proposed budget for the next fiscal year. The Business Plan will identify activities and performance goals. Additionally, the Business Plan will contain a detailed explanation of any amendments the Contractor has made to the Contractor's bylaws. The Contractor will be fully responsible for the implementation of services and programs and the City will not control the day-to-day activities and operations of Visit McMinnville and its employees and agents. However, the City may provide general suggestions regarding the funding of various services or programs, which the Contractor will consider in the use of City funds.
- b. The City Council will consider the Business Plan during a Council meeting in the month of May each year, after which, the Council will determine whether to approve the Plan. If the Council approves the Business Plan, the Council will authorize continued funding of Visit McMinnville for the next fiscal year. The Contractor will expend funds received from the City under this Agreement only as set out in and authorized by the Business Plan. If the Council does not approve the Business Plan and the parties can not reach agreement on modifications, this Agreement will terminate in the same manner as if the Contractor had defaulted or breached the Agreement, pursuant to Article 13.

- c. The Contractor's proposed budget will be prepared assuming a total budget for services provided under this Agreement of 70% of projected Transient Lodging Tax collections for the current year, minus the City's monthly administrative charges for the current year.

The Contractor's annual budget will contain a reserve fund in an amount equal to at least three months of total operating expenses as defined by the Contractor's adopted fiscal policies. The reserve fund may be used in the case of actual revenues being less than forecast and in support of activities included in the approved Business Plan. In no case will expenditures exceed actual funds payable under this Agreement. However, nothing in this section precludes the Contractor using funds secured from sources other than the City in the Contractors' complete and total discretion.

5. Other Reports:

- a. The Contractor will prepare and submit to the City Council three written progress reports each year (in August, November, and February) on the Business Plan, including the budget. These reports will also contain notice of any amendments the Contractor has made to the Contractor's bylaws. The City Council may request that a representative of the Contractor attend a City Council meeting to provide further information and to answer any questions.
- b. If the City's actual collection of Transient Lodging Tax revenues exceeds the amount approved in the Contractor's budget by 20% or more, before the City will provide additional funds to the Contractor, the Contractor will submit a revised Business Plan to the City, describing how the additional funds will be spent on tourism promotion activities.

6. Funding:

The City agrees to compensate the Contractor from Transient Lodging Tax revenues collected by the City. The compensation will be for services provided under this Agreement. The amount paid quarterly (in August, November, February, and May) to the Contractor will be based on 70% of the Transient Lodging Tax collected by the City in the preceding quarter. This amount is subject to the following:

- a. The provisions of Section 5.b above, and

b. Administrative charges by the City.

7. Administrative Costs: The Contractor's administrative and management costs, including but not limited to personnel, rent, financial management services, internal budgeting and accounting, purchasing, insurance, maintenance, supervision, legal services, printing, and any other costs will be at the cost and discretion of the Contractor.
8. Assets: The Contractor is an independent entity and will be responsible for acquiring and maintaining real and personal property related to the provision of services under this Agreement. The Contractor will own all real and personal property acquired by it. On termination of this Agreement, the Contractor will transfer any intellectual property or promotional materials associated with the provision of services under this Agreement to the City at no cost.
9. Risk of Loss and Insurance: The Contractor bears the risk of loss of all its property (as described in Section 8). The Contractor, at its own expense, will procure and maintain general liability insurance to protect the Contractor from claims that may arise out of or result from the services provided under this Agreement. Prior to funding of this Agreement, the Contractor will provide proof that it has acquired this insurance. The insurance will be in an amount per occurrence at least equal to the City's tort claims liability limits under the Oregon Tort Claims Act with a \$3,000,000 aggregate. The policy will name the City, its officers, agents, and employees as additional insureds.

The Contractor and any of its subcontractors will maintain in full force and effect Worker's Compensation insurance and Employer Liability insurance in compliance with Oregon State law.

The Contractor will be responsible for all deductibles, self-insurance retentions, and self-insurance for the insurance required under this section. The Contractor will notify the City thirty days prior to any material change in the Contractor's insurance, or, if that is not possible, immediately upon the Contractor receiving notice of a change.

10. Annual Review/Audit: The financial books of VM will be audited or reviewed annually by an independent certified public accountant. The accountant will make a written report of the review/audit to the Board of Directors which will then submit a copy of the report to the McMinnville City Council. The audit or review will be completed as soon as practical after the close of the fiscal year.

11. Records and Accounting: The Contractor will maintain records and accounts that will allow the City to assure that all funds paid for the performance of this Agreement are properly accounted for. Within 72 hours of a written request by the City, the Contractor will make records relating to income and expenditures available for review and audit by the City. The City will have the right during the term of this Agreement, or within 180 days after the expiration or termination of this Agreement, to audit the Contractor's records for the period of three years prior to the audit. The audit may be undertaken by a qualified person or entity selected by the City. The Contractor agrees that it will provide financial records from its accountants to the City every month. These records will include, at minimum, a balance sheet and income and expense reports. The Contractor will maintain these financial records for at least six years after the expiration of this Agreement.
12. Term: This Agreement will be in effect July 1, 2015. It will remain in effect for three years unless terminated earlier under the provisions of Section 3.f (Council fails to approve the Business Plan), Section 4.b (Council fails to approve the Business Plan), Section 13 (default or material breach) or Section 21 (assignment without approval). At the end of the three year term, the Agreement will automatically renew for three one year periods unless either party wishes at any time not to extend the Agreement. If a party wishes not to extend the Agreement, that party will notify the other party that the Agreement will terminate at the end of the current Agreement period. Notification will be in writing and will be delivered no later than January 1 of the year in which the notifying party wishes the Agreement to terminate.
13. Default and Breach: Either party may terminate this Agreement in the event of a default or material breach by the other party. The notifying party must provide written notice to the other party specifying how the other party is not in compliance with the terms of this Agreement. The non-complying party will have thirty days after receipt of a notice of non-compliance to cure the issue(s). Should the correction(s) not be made during this thirty day period, this Agreement may be terminated, at the discretion of the notifying party, unless the correction(s) can not be made within thirty days. If the non-compliance can not be corrected within thirty days, the non-complying party must, at minimum, begin corrective action within thirty days and proceed with due diligence until the correction is completed. This Agreement may be terminated, at the discretion of the notifying party, if the non-complying party either fails to begin to take corrective action within thirty days or fails or ceases to use due diligence to continue with the corrective action.

14. Equal Opportunity: The Contractor agrees that it will not discriminate against any employee or applicant for employment on the basis of race, age, color, sex, religion, ancestry, national origin, sexual orientation, gender identity, genetic information, or disability and will take any affirmative action necessary to ensure that all employees and applicants are treated equally. The Contractor and its employees will not, in the performance of this Agreement, discriminate against any customer, potential customer, patron, or other person on the bases listed above in this section and will provide services to all persons equally.
15. Contractor Indemnification: The Contractor will defend, protect, indemnify, and hold harmless the City, its officers, agents, and employees from and against any and all claims, losses, damages, injuries, or liability including claims for misapplication of contributions or other funds, state or federal anti-trust violations, personal injury or death, damage to property, liability arising out of the use of materials, concepts, or processes protected by intellectual property rights, and the liens of workmen and material men, regardless how these were caused, if they arose directly or indirectly from the performance of this Agreement by the Contractor, unless caused by the negligence or willful misconduct of the City. The Contractor is not an officer, employee, or agent of the City under ORS 30.285 or 30.287.
16. Licenses and Taxes: The Contractor will be responsible for the acquisition and maintenance of all licenses and permits to carry on the Contractor's business.
17. Independent Contractor: The Contractor is an independent contractor. The parties intend that an independent contractor relationship will be created by this Agreement. The City is interested only in the results to be achieved. Conduct and control of the work will be the responsibility of the Contractor. The Contractor will not be considered an agent or employee of the City for any purpose, and the employees of the Contractor are neither employees of the City nor are they entitled to any of the benefits that the City provides for its employees.
18. No Third Party Beneficiaries: The City and the Contractor are the only parties to this Agreement and are the only parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or will be construed to give or provide any benefit or right, whether directly, indirectly, or otherwise, to third persons unless the third persons are identified by name in this Agreement and expressly described as intended beneficiaries of the terms of this Agreement.
19. Authority: As specified in Section 17, the Contractor is an independent contractor in the performance of this Agreement. The Contractor will comply with

all laws regarding unemployment insurance, disability insurance, and worker's compensation. The Contractor will have no authorization, express or implied, to bind the City to any agreement, settlement, liability, or understanding, and agrees not to perform any acts as an agent of the City.

20. Notice: Any notice or notices provided for in this Agreement or by law which must be given or served on either party will be given or served by personal service, certified mail (return receipt requested, postage prepaid), or by e-mail or facsimile followed by certified mailing of the original, in a pre-addressed, stamped envelope, addressed to

City of McMinnville
Martha Meeker
City Manager
230 NE Second Street
McMinnville, OR 97128

Visit McMinnville

Executive Director

21. Assignment: Neither party may assign, subcontract, or otherwise transfer any rights and responsibilities under this Agreement except upon the written consent of the other party. If any assignment is made, both the assigning party and the assignee will be bound by the terms of this Agreement. The City may terminate the Agreement if transferred or assigned without the prior written consent of the City.

22. Amendments: This Agreement may be amended only by written agreement signed by both parties.

23. Laws of Oregon: This Agreement will be governed by the laws of the State of Oregon, both as to the interpretation and performance, and the venue will be Yamhill County.

24. Waiver: The City's failure to enforce a provision of this Agreement will not constitute a continuing waiver, will not constitute a relinquishment of the City's right to performance in the future, and will not operate as a waiver of the City's right to enforce any other provision of this Agreement.

25. Merger: This Agreement constitutes the entire agreement between the parties.

There are no understandings, agreements, or representations regarding this Agreement, whether oral or written, that are not specified in this Agreement.

This contract is entered into by the City of McMinnville and the initial Board of Directors of Visit McMinnville, Inc., effective July 1, 2015.

CITY OF McMINNVILLE

VISIT MCMINNVILLE, INC.

Richard L. "Rick" Olson, Mayor

Erin Stephenson, Chair

Maria Stuart, Vice Chair

Cassie Sollars, Treasurer-Secretary

Ellen Brittan, Director

Courtney Cunningham, Director

Emily Howard, Director

Cindy Lorenzen, Director

Carmen Pierano, Director

Ty Rollins, Director

Scott A. Hill, Director (City Councilor)

Martha Meeker, Director (City staff)

RESOLUTION NO. 2015 – 22

A Resolution appointing members to the initial Board of Directors of Visit McMinnville.

RECITALS:

The City of McMinnville adopted a Transient Lodging Tax on June 11, 2013. Pursuant to state law, seventy percent of the revenue from that tax must be dedicated to tourism promotion or tourism related facilities.

The City is in the process of establishing a Destination Marketing Organization, which will be charged with creating an effective mix of marketing, sales, and service programs designed to produce a positive economic impact on visitor spending in McMinnville. This non-profit organization will be known as Visit McMinnville. Visit McMinnville will be incorporated effective July 1, 2015. The City will contract with Visit McMinnville for tourism promotion services.

In order to create the initial Board of Directors, the City Council will, by this Resolution, appoint the voting members of the initial Board and approve the Mayor's appointment of the City Councilor member of the Board.

NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON as follows:

1. The City Council appoints the following volunteers to the initial Board of Directors of Visit McMinnville:

Erin Stephenson
Ty Rollins
Maria Stuart
Ellen Brittan
Emily Howard
Carmen Peirano
Cindy Lorenzen
Cassie Sollars (member at large)
Courtney Cunningham (member at large)

2. The Mayor appoints and the City Council approves the appointment of Councilor Scott Hill to be the City Council Board member.
3. As the bylaws for Visit McMinnville will require that Director's terms be staggered ("approximately one third of the initial voting members of the Board of Directors will serve three year terms . . . , approximately one third will serve two year terms, and approximately one third will serve one year terms . . ."), the Council charges the Directors, at the first meeting of the Board in July 2015, to establish the term for each Director.
4. This Resolution and these appointments will take effect July 1, 2015 and shall continue in full force and effect until revoked or replaced.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 9th day of June 2015 by the following votes:

Ayes: Drabkin, Hill, Jeffries, Menke, Yoder

Nays: _____

Approved this 9th day of June 2015.



MAYOR

Approved as to form:



CITY ATTORNEY

A Resolution approving entry into a contract for financial management services for Visit McMinnville

RECITALS:

The City of McMinnville adopted a Transient Lodging Tax on June 11, 2013. Pursuant to state law, seventy percent of the revenue from that tax must be dedicated to tourism promotion or tourism related facilities.

The City is in the process of establishing a Destination Marketing Organization, which will be charged with creating an effective mix of marketing, sales, and service programs designed to produce a positive economic impact on visitor spending in McMinnville. This non-profit organization will be known as Visit McMinnville. Visit McMinnville will be incorporated effective July 1, 2015. The City will contract with Visit McMinnville for tourism promotion services.

Even before Visit McMinnville is incorporated, it will require the assistance of a financial management service provider. To find a provider, it was necessary to conduct a Request for Proposal (RFP) process. Because Visit McMinnville is not yet an entity with contracting capabilities, the RFP was conducted by the City. One firm, Greenstone Financial Reporting (Greenstone), submitted a proposal. Greenstone's proposal was responsive to the RFP.

This Resolution will approve the City's entry into a contract with Greenstone. The City will assign this contract to Visit McMinnville on or about July 1, 2105.

NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON as follows:

1. The City's entry into a contract with Greenstone Financial Reporting is approved. The contract will be substantially similar to the attached draft contract.
2. The City Manager is authorized to sign this contract.
3. This Resolution will take effect immediately and will continue in full force and effect until revoked or replaced.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 9th day of June 2015 by the following votes:

Ayes: Drabkin, Hill, Jeffries, Menke, Yoder

Nays: _____

Approved this 9th day of June 2015.



MAYOR

Approved as to form:



CITY ATTORNEY

RESOLUTION NO. 2015 - 38

A Resolution approving entering a contract with Visit McMinnville, Inc.

RECITALS:

The City of McMinnville incorporated a Transient Lodging Tax in June of 2013 (Ordinance 4970). In the first year of the tax, the City used the 70% of the tax which the law requires to be spent for tourism related purposes to give grants to local organizations to support their outreach efforts.

After extensive strategic planning, the Transient Lodging Tax advisory committee, established in the enabling ordinance, recommended to the City Council that the future use of the tourism related funds should be the establishment of a destination marketing organization (DMO).

The DMO will become a viable non-profit organization as of July 1, 2015, and will be known as Visit McMinnville, Inc.

The City desires to contract with Visit McMinnville, Inc. to provide both tourism promotion activities and administrative and management functions.

NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON as follows:


1. Entry into the attached contract with Visit McMinnville, Inc. is in the best interests of the City.
2. The Mayor is authorized to sign this contract.
3. The effective date of this Resolution will be July 1, 2015.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 23rd day of June 2015 by the following votes:

Ayes: Drabkin, Hill, Jeffries, Menke, Ruden, Yoder

Nays: _____

Approved this 23rd day of June 2015.


COUNCIL PRESIDENT

Approved as to form:



CITY ATTORNEY



DATE: June 17, 2015
TO: Mayor and City Council
FROM: Candace Haines, City Attorney
SUBJECT: GFR Contract Assignment

One of the major steps in formulating the Destination Marketing Organization of Visit McMinnville, Inc. (VM) is ensuring that VM will have excellent financial management, accounting, and bookkeeping services. In discussions with the Consultant hired to assist with the formation of VM, it was quickly understood that it would be necessary to have that financial management provider on board before VM was actually “launched.”

For this reason, the City put out a request for proposals under the name of the City. One proposal was received. It was from Greenstone Financial Reporting (GFR). The proposal met or exceeded every criteria we had set.

We will be entering into a contract with GFR before the Council’s meeting June 23, 2015, as approved at the Council meeting June 9, 2015. It is clearly specified in that contract that, once VM is a viable organization (July 1, 2105), the contract will be assigned to VM. GFR has been pleased with this assignment from the start.

RECOMMENDATION: Approve the assignment of the contract as proposed.

ASSIGNMENT

This Assignment is made effective this 1st day of July, 2015 between:

ASSIGNOR: City of McMinnville, Oregon
230 NE Second Street
McMinnville, OR 97128

And

ASSIGNEE: Visit McMinnville, Inc.
c/o Erin Stephenson
219 NW Cows Street
McMinnville, OR 97128

RECITALS

The City of McMinnville (City) entered into a contract (the contract) with Greenstone Financial Reporting (GFR) on _____. This contract was for financial management, accounting, and bookkeeping services for the soon-to-be established Visit McMinnville, Inc. (VM). At the time the contract was written, this assignment was anticipated and approved by GFR.

On July 1, 2015, VM will be established as a non-profit organization under the laws of the state of Oregon. The City wishes to assign all of its rights and obligations under the contract to VM. VM wishes to accept all of the rights and obligations under the contract from the City.

Effective July 1, 2015, the City assigns to VM all of the City's rights and obligations under the contract and VM assumes all the rights and obligations under the contract.

The City will indemnify, defend, and hold VM harmless from any and all losses, costs, damages, liabilities, and expenses, including, without limitation, reasonable attorney fees, incurred by VM as a result of any claim arising under the contract and based on events occurring on or before the effective date of this assignment.

VM will indemnify, defend, and hold the City harmless from any and all losses, costs, damages, liabilities, and expenses, including, without limitation, reasonable attorney fees, incurred by the City as a result of any claim arising under the contract and based on events occurring after the effective date of this assignment.

Except for the assignment contained in this agreement, the City has not assigned any rights or obligations under the contract to any other party. The City is not in default under the contract.

This assignment is governed and enforced by the laws of the state of Oregon.

The covenants, agreements, and obligations in this assignment document shall extend to, bind, and inure to the benefit of the parties and their respective successors and assigns.

If an action is instituted to enforce or interpret this assignment, the prevailing party will recover from the losing party its costs and reasonable attorney fees incurred both at and in preparation for the action, including any appeal or review.

This assignment is entered into by the City of McMinnville and the initial Board of Directors of Visit McMinnville, Inc., effective July 1, 2015.

CITY OF McMINNVILLE

VISIT MCMINNVILLE, INC.

Richard L. "Rick" Olson, Mayor

Erin Stephenson, Chair

Maria Stuart, Vice Chair

Cassie Sollars, Treasurer-Secretary

Ellen Brittan, Director

Courtney Cunningham, Director

Emily Howard, Director

Cindy Lorenzen, Director

Carmen Pierano, Director

Ty Rollins, Director

Scott A. Hill, Director (City Councilor)

Martha Meeker, Director (City staff)

— visit —
M C M I N N V I L L E
— oregon —



BUSINESS PLAN & BUDGET
FISCAL YEAR 2018

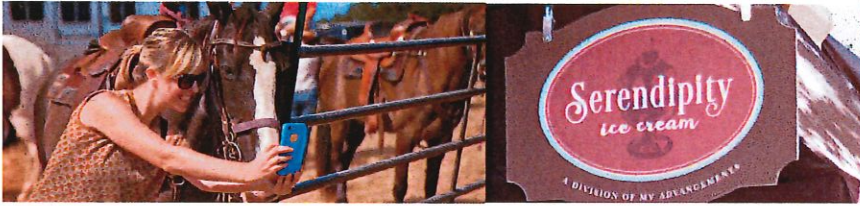
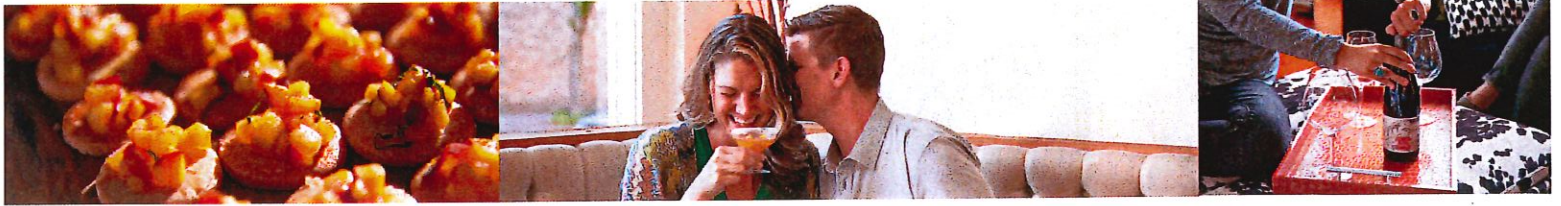


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BOARD MEMBERS & STAFF

ERIN STEPHENSON

Board Chair
Co-Owner
3rd Street Flats & Atticus Hotel

MARIA STUART

Board Vice Chair
Partner
R. Stuart & Co. Winery

ELLEN BRITTAN

Board Treasurer
Co-Owner
Brittan Vineyards

CINDY LORENZEN

Board Member
Owner
Sage Restaurant

TY ROLLINS

Board Member
Owner
Comfort Inn

EMILY HOWARD

Board Member
Owner
Thistle Restaurant

JENNIFER FEERO

Board Member-At-Large
Willamette West Realtors
Real Estate Broker

COURTNEY CUNNINGHAM

Board Member-At-Large
Glint Creative
Owner

KELLIE MENKE

Board Member (Non-Voting)
City Councilor
City of McMinnville

JEFF TOWERY

Board Member (Non-Voting)
City Manager
City of McMinnville

JEFF KNAPP

Executive Director
Visit McMinnville

KITRI MCGUIRE

Marketing Manager
Visit McMinnville



WHAT IS VISIT McMINNVILLE?

Visit McMinnville is an innovative marketing organization dedicated to enhancing McMinnville's economy by attracting as many visitors as possible to the City, and once they're here, ensuring those visitors spend as much money as possible with local businesses.

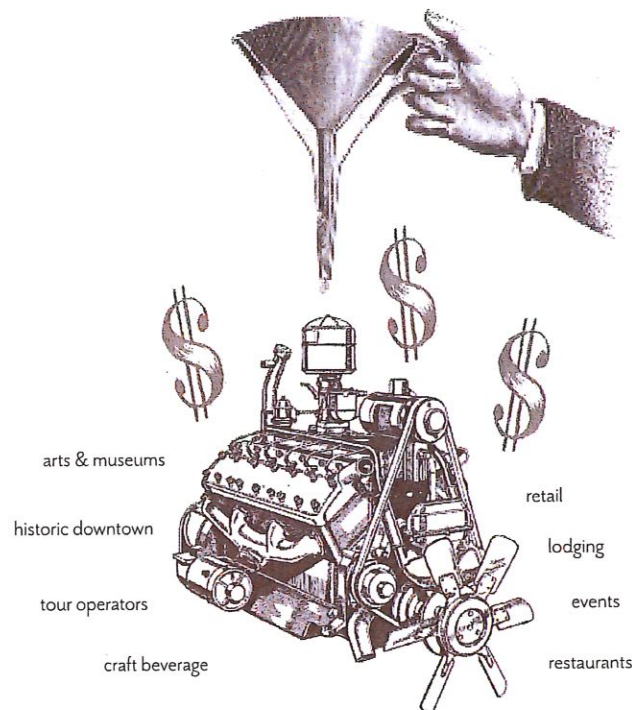
VISIT McMINNVILLE'S MISSION STATEMENT

Visit McMinnville's mission is to enhance the economic vitality of our community by promoting McMinnville as a year-round visitor, convention, and event destination by maximizing collaborative partnerships, efficiently activating transient lodging tax revenue into effective sales and marketing programs, and cultivating a world class visitor experience.



VISIT McMINNVILLE'S MARKETING MODEL

TV ADVERTISING - RADIO ADVERTISING - PRINT ADVERTISING - SEO / SEM
 CITYWIDE EVENTS - PUBLIC RELATIONS - SOCIAL MEDIA - DIGITAL MARKETING
 BROCHURE DISTRIBUTION - GROUP SALES & RECRUITMENT - PROMOTIONS



Virtually everything Visit McMinnville does is designed to drive traffic to VisitMcMinnville.com. Visit McMinnville's marketing model is founded on the fundamental strategy of generating customers through a comprehensive mix of marketing, sales, and public relationship programs, then driving those customers to VisitMcMinnville.com where they are connected to McMinnville's tourism stakeholders.

As a non-membership, publicly funded organization, Visit McMinnville offers free listings on VisitMcMinnville.com to tourism stakeholders to ensure transient lodging tax dollars benefit the entire tourism industry.

The premise is, we attract visitors to McMinnville and provide opportunities for local businesses to convert those visitors to customers.

Visit McMinnville's website is the engine that converts Visit McMinnville's marketing efforts to revenue for local businesses.



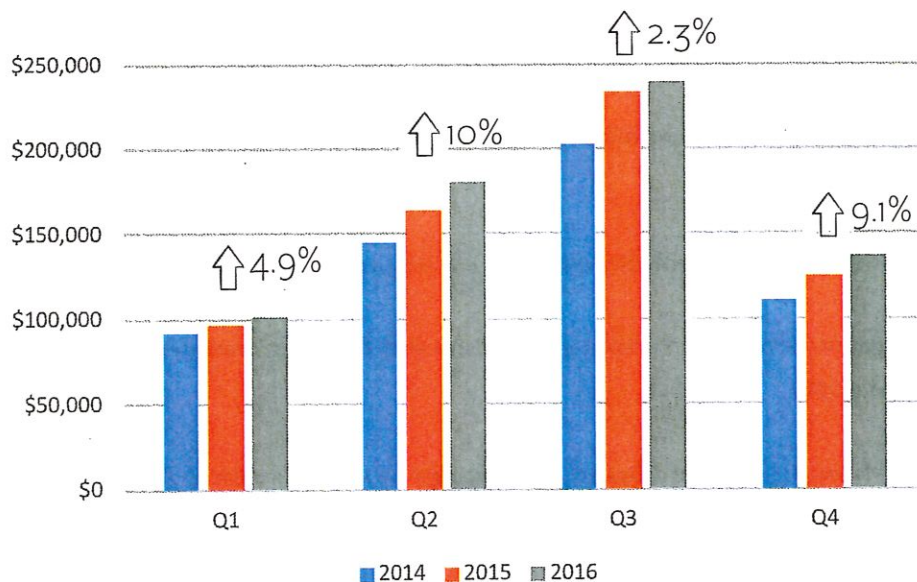
FISCAL YEAR 2017 IN REVIEW

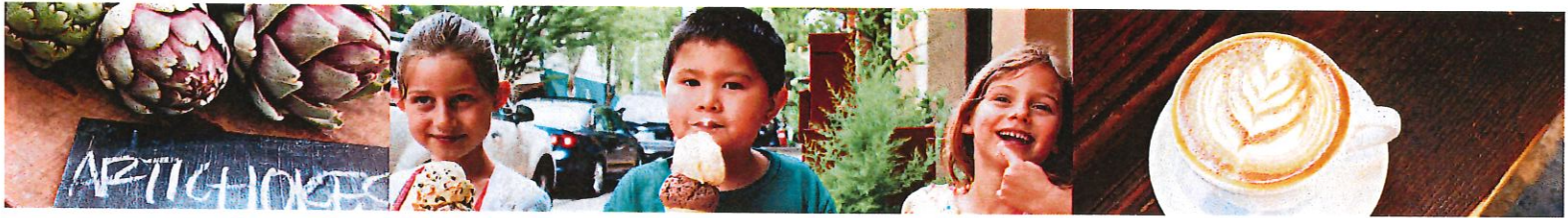
- Increased transient lodging tax (TLT) by 6.5% in the 2016 calendar year
- McMinnville visitor survey strategy executed, data collected, and report delivered
- Over 76,000 unique website visitors to visitmcminnville.com, July 2016 through April 2017 (2016 numbers exceeded Travel Oregon's expectation for a new DMO site by 400%)
- All social media channels have or are on pace to exceed 100% growth goals in FY17
- Created Winter TV Ad (now running on Comcast & Xfinity), using visitor survey data to target travelers most likely to visit McMinnville
- Over 941,000 earned media impressions (estimated coverage views + social shares) gained through media relations efforts, July 2016 through April 2017 (outpacing goal of 1,000,000 impressions)
- Engaged a well-known travel photographer as an artist-in-residence, capturing images at 10 staged shoots, local events, and day to day wine country life
- Created an engaging Winter campaign with print & digital creative used in targeted media buys in key shoulder and low season months
- Executed board-level strategic planning retreat, focused on building a 1-3 year plan
- Collaborated on founding the McMinnville Community Wayfinding Committee, whose focus is to create easily accessible information systems that guide people to and through town
- Brought regional, national and international media and FAM tours to town with custom itineraries to showcase McMinnville as a premium tourism destination
- Enhanced the visitmcminnville.com user experience with a homepage redesign, new header and footer navigation options, and optimized page speed
- Engaged influencers and media at Portland's FEAST food festival



- Distributed McMinnville lookbooks and Wine Walk passports to Welcome Centers around the state and to premier corporate partners like Boeing, Intel, and AAA
- Worked with the city, local interests, and other economic development organizations to contribute to a cohesive, long term economic development plan
- Created 8 vignette videos to bring awareness to a wide variety of businesses and attractions in McMinnville
- Partnered with the Oregon Truffle Festival to bring high income food and wine enthusiasts to McMinnville during the off season
- Created the McMinnville Umbrella Share program to encourage shoulder and off season shopping with 100 Wine Walk branded golf umbrellas available for guest use throughout McMinnville's Downtown & Granary districts
- Created a Wine Walk app for Apple and Android with maps, geolocation stamps, and winery information

TRANSIENT LODGING TAX GROWTH



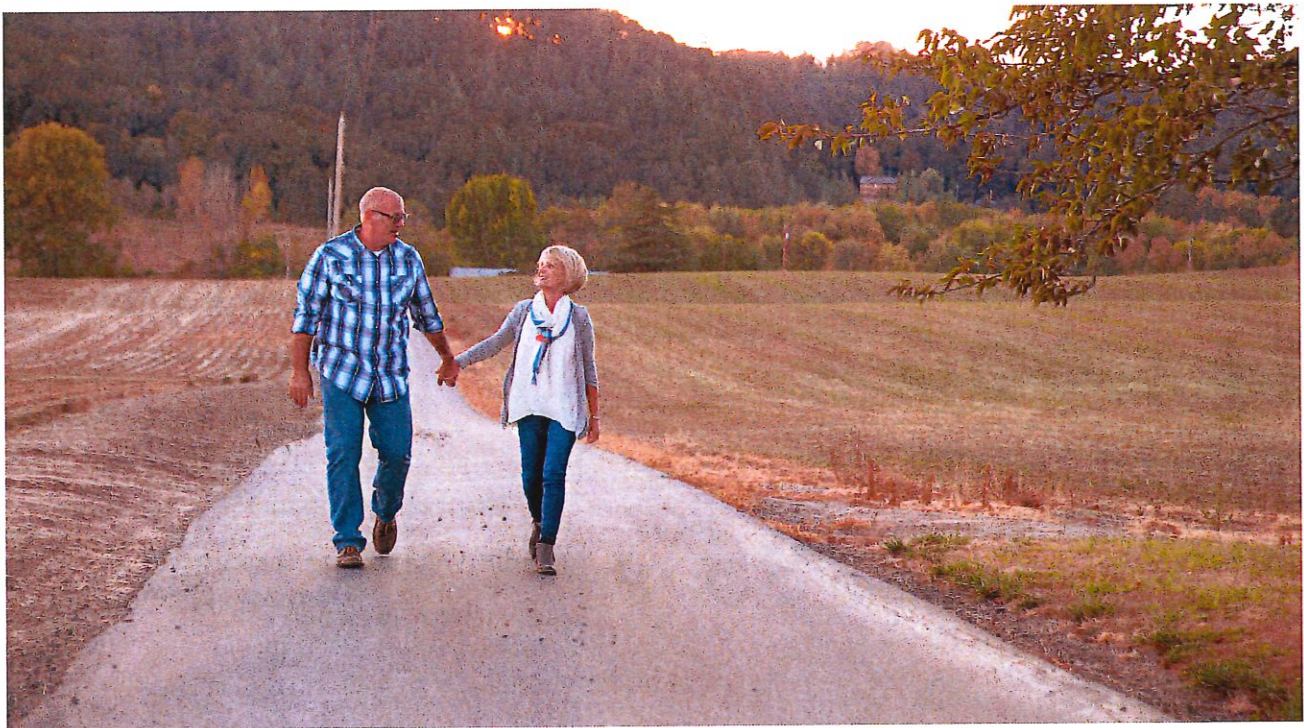


FISCAL YEAR 2018 GOALS & OBJECTIVES

- Increase annual transient lodging tax (TLT) revenue by 7%
- Execute strategy to attain 120,000 unique website visitors; a projected 30% increase over expected FY17 unique visitors to visitmcminnville.com
- Execute shoulder and low season (November–April 2018) promotional campaign to improve healthier seasonality mix in the McMinnville tourism industry
- Increase focus on brand awareness of Visit McMinnville’s Wine Walk promotion
- Increase all social media channel audiences by 50%
- Secure regional and national non-paid media coverage resulting in 1.25 million impressions
- Optimize visitmcminnville.com by launching a new database, and measure use/success by increase in time spent on site, page views, and referrals to stakeholders’ sites
- Enhance investments in visitmcminnville.com increasing organic traffic by 30% through maximizing search engine optimization (SEO) and search engine marketing (SEM)
- Manage and lead the development of a McMinnville Community Wayfinding Master Plan through collaboration with the McMinnville Community Wayfinding Committee and Sea Reach
- Execute Visit McMinnville’s current marketing plan by adding additional winter creative content, videography and photography
- Research McMinnville market feasibility study for convention, event, and sports opportunities
- Design and implement program to attract group visits with focus on shoulder and low season (November–April 2018)
- Expand Visit McMinnville’s current branding campaign by adding a new lookbook, a newly designed map, two new radio spots and new video edits



- Build consumer email list to fuel quarterly consumer E-newsletters
- Complete plan for 2018/19 videography and photography projects to kick off Summer 2018
- Plan and execute second successful board retreat and strategic visioning in January 2018
- Collaborate with McMinnville Downtown Association (MDA), McMinnville Economic Development Partnership (MEDP), and the McMinnville Chamber of Commerce on supporting the execution of a city-wide hospitality/service/concierge service program
- Collaborate with MDA, MEDP, and the Chamber on a citywide economic development plan





McMINNVILLE TOURISM BY THE NUMBERS

63%

visitors who live outside Oregon

6.5% increase in TLT in 2016

39%

visitors who stay overnight

8% visitors from outside the USA

100,077

unique visits in 2016 to VisitMcMinnville.com

3.4

average number of nights stayed by overnight visitors

80%

overnight visitors who spent time on 3rd Street

1,609

jobs in Yamhill County because of tourism

(Dean Runyan & Assoc., 2015)

31%

visitors from Portland

\$143,000

average annual household income of visitors

120

pieces of earned media coverage (4/16-12/16)

95% visitors who gave McMinnville a 4 or 5 rating (on a 5 pt scale)



WEBSITE PERFORMANCE – 2016

100,077 unique visits	8,340 average monthly visits
196,451 total page views	29.1% visitors who find us through organic search
May most monthly visits	1:55 average time on site
January fewest monthly visits	23.4% visitors who clicked through to a partner's website

MEDIA RELATIONS PERFORMANCE – 2016

Tracking of media performance began in April 2016. From April-December, McMinnville received 998,800 coverage views, 120 unique pieces of coverage, and hosted 25 writers and editors. Below is a selection of McMinnville's 2016 media coverage.

Sunset	"The West's Best Places to Live"	The New York Times	"Your Next Lesson- Oregon Pinot Noir" "Putting Together the Details of Oregon Pinot Noir"
ARCHITECTURAL DIGEST	"Take a Weekend Wine Trip to Oregon's Willamette Valley"	Portland MONTHLY	"The Best Local Food Festival You've Never Heard Of" "Oregon's 50 Best Wines"
1859 <small>Oregon's Magazine</small>	"Best Places to Live. Work. Play."	the Portland MERCURY	"Lush Life: Mixing with Wine" "McMinnville's Passport to Wine"
FOX 12 <small>OREGON</small>	Wine Walk App TV Coverage SIP Event TV Coverage	VICE	"I Escaped an Alcohol Free Iran to Make Wine in Oregon"
OREGONLIVE <small>The Oregonian</small>	"The Cocktail Hour" "12 Beautiful Places to Stay in Oregon Wine Country"	THRILLIST	"Best Small US Cities with World-Class Food Scenes"
OREGON WINE PRESS	"Smack in the Middle"	via AAA	"Weekender: McMinnville, Oregon"



FISCAL YEAR 2018 BUDGET

REVENUE	TOTAL \$	TOTAL %	MARKETING EXPENSES	TOTAL \$	TOTAL %
City Funding	471,088	91.6%	Employee Compensation	110,500	22.0%
Advertising Revenue	3,000	0.6%	Employee Benefits	13,879	2.8%
Grant Funding	40,000	7.8%	Payroll Taxes	10,224	2.0%
	\$514,088	100%	Travel & Meals	4,800	1.0%
			TV	38,500	7.7%
			Trade Shows	4,850	1.0%
			Radio	7,500	1.5%
			Production	26,000	5.2%
			Print	12,000	2.4%
			Photo	13,000	2.6%
			Online Marketing	28,800	5.7%
			Special Projects	5,000	1.0%
			Collateral	7,000	1.4%
			Postage	1,200	0.2%
			Media Relations	45,000	9.0%
			Research	11,800	2.3%
			Website Dev. & Maint.	28,400	5.7%
			Other	6,000	1.2%
				\$374,453	74.6%
GENERAL ADMIN.	TOTAL \$	TOTAL %			
Employee Compensation	51,562	10.3%			
Employee Benefits	3,802	0.8%			
Payroll Taxes	4,176	0.8%			
Non-Capital IT	1,920	0.4%			
Network & Telco	6,600	1.3%			
Interest Expense	2,255	0.4%			
Professional Fees	32,200	6.4%			
Education & Training	1,000	0.2%			
Insurance	1,948	0.4%			
Office Supplies	2,400	0.5%			
Building Lease	10,800	2.2%			
Equip. Lease & Maint.	2,160	0.4%			
Dues & Subscriptions	6,876	1.4%			
	\$127,699	25.4%			